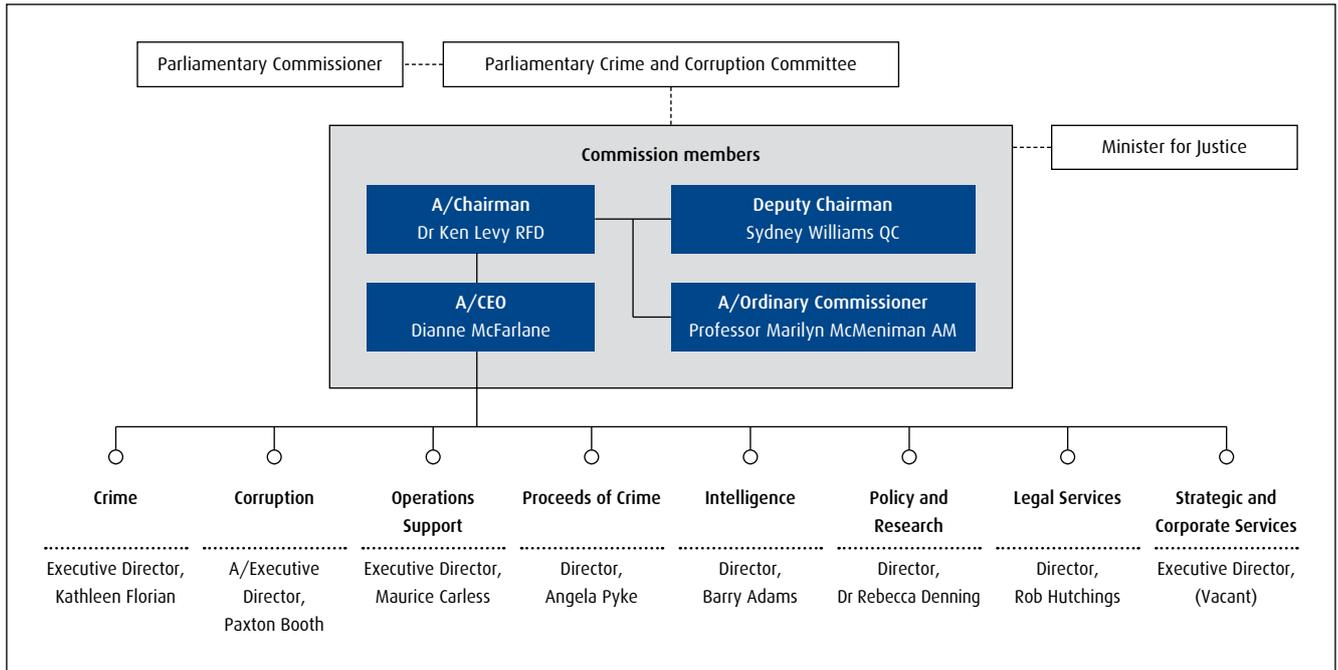


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Our people

CCC structure (as at 30 June 2015)



Our governing body

As the CCC's governing body, the Commission sets the agency's strategic direction and is responsible for:

- preparing the Commission's strategic and business plans
- establishing internal management committees and their charters
- preparing the internal audit charter in compliance with the *Financial Accountability Act 2009*.

Under our Act, the Chairman has specific responsibilities for ensuring the proper performance of the CCC's functions, while the CEO is responsible to the Commission for administering the agency. The Commission's financial functions are also delegated to the CEO.

The Commission meets monthly to monitor the overall performance and effectiveness of the agency and consider matters of corporate significance. Ex-officio members may attend meetings but do not have voting rights. In 2014–15, 11 Commission meetings were held, and the Commission met with the Parliamentary Crime and Corruption Committee (PCCC) four times.

Our people

Table 2. Commission meetings from 1 July 2014 to 30 June 2015

Name	Meetings attended		
	Ordinary meetings	Special meetings	PCCC meetings
Dr Ken Levy RFD	11		4
Mr Sydney Williams QC	11		3
Ms Dianne McFarlane	11		4
Professor Marilyn McMeniman AM	11		3
Mr George Fox ¹	3		2
<i>Ex-officio members:</i>			
Ms Kathleen Florian	11		3
Mr Paxton Booth	10		4
Mr Maurice Carless	9		0
Mr Dan Mahon ²	1		0
Mr Mark Docwra ³	1		0
Ms Angela Pyke	–		3

1. Mr Fox's term as Acting Ordinary Commissioner concluded on 31 October 2014.
2. Mr Mahon attended one meeting during his term as Acting Executive Director, Operations Support (1 July to 8 August 2014).
3. Mr Docwra attended one meeting during his term as Acting Executive Director, Corruption (23 August to 14 September 2014).

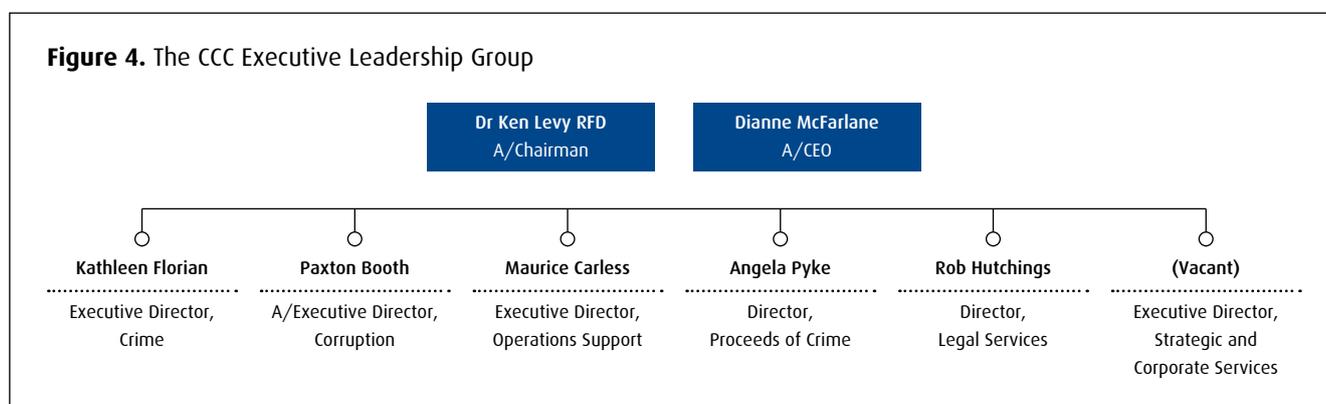
Appointment criteria for Commissioners

The *Crime and Corruption Act 2001* requires that the CCC Chairman and Deputy Chairman must have served as, or are qualified to serve as, a judge of the Supreme Court of any state, the High Court or the Federal Court. The Act also requires that the CEO have the qualifications, experience or standing appropriate to perform the CEO's functions. Similarly, Ordinary Commissioners must have the qualifications, experience or standing appropriate to help the Commission perform its functions.

Commissioners are appointed by the Governor-in-Council for a maximum of five years. The Governor-in-Council may appoint an acting Chairman or temporary part-time Commissioner during a period of absence or when there is a temporary vacancy in the role. The Chairman may appoint for a temporary period a sessional commissioner to conduct hearings, examine witnesses, or undertake specific investigations relevant to the Commission's functions.

Our leadership team

The Executive Leadership Group (ELG) supports the Chairman and the CEO in the leadership of the CCC by initiating discussions, providing advice and making recommendations on high-level policy and strategic issues. The ELG meets fortnightly to consider matters of strategic importance to ensure the efficient, effective and economical management of the agency. The membership of the ELG is detailed below.



Staff profile

The CCC employs a diverse mix of professionals including lawyers, police, accountants, investigators, intelligence analysts and support officers. As at 30 June 2015, we had a workforce that equated to 336.6 full-time equivalent staff. Compared with 30 June 2014, our full-time equivalents (FTEs) have remained relatively constant.

Ninety-three of our staff are employed under the *Crime and Misconduct Commission Employees Award – State 2012*, with the balance employed under written contracts of employment. Staff covered by the award are generally employed at the Administrative Officer 1–5 levels and equivalents (with limited exceptions). Our award staff are covered by an enterprise bargaining agreement, the CMC Certified Agreement 2009, which had a nominal expiry date of 31 July 2012.

Table 3. Full-time equivalents by division

Division	Full-time equivalent
Corruption	67.6
Crime	49.0
Intelligence	28.7
Legal Services	16.3
Office of the Commission	15.0
Operations Support	52.0
Policy and Research	13.4
Proceeds of Crime	22.0
Strategic and Corporate Services	62.6
Various (casual employees)	10.0
Total	336.6

Note: Full-time equivalent refers to all permanent, temporary and casual staff.

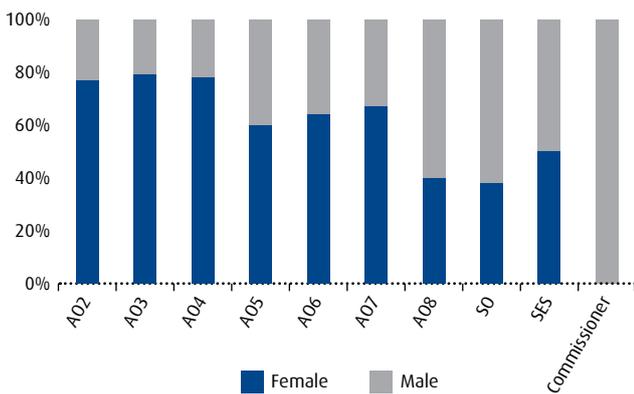
Our people

Workforce composition

Women comprise 63.9 per cent of our permanent, non-police workforce. They fill 50.7 per cent of all positions at and above A07 and equivalent classifications, and 45.5 per cent at the senior executive levels (which include Senior Executive Staff and Commissioners). See Figure 5.

Of our permanent, non-police workforce, 42.9 per cent of staff are aged 45 years and over, and 16 per cent are aged 55 years and over.

Figure 5. Profile of classification by gender (permanent staff only)



Notes:

1. A0 data ranges include equivalent classifications.
2. Salaries range from \$43 115 (A02) to \$207 113 (SES).
3. The appointment of the Deputy Chairman was the only permanent Commissioner appointment in 2014–15.

Table 4. Equity and diversity measures

	Percentage of permanent staff
Women	63.9
Men	36.1
Aboriginals and Torres Strait Islanders	0.9*
People with a disability	2.7*
People from non-English-speaking backgrounds	10.5*

* Data based on employees who have voluntarily disclosed this information to the Commission.

Retention

This year our permanent employee retention rate was 93.84 per cent (compared with 89.76 per cent last year). Our permanent employee separation rate was significantly lower at 5.94 per cent, down on last year’s 14.53 per cent. This year’s separation rate excludes separation of police officers from the CCC (police were reported in the 2013–14 separation data).

We are unable to compare this with the public service annual separations because the Public Service Commission provides quarterly figures based on separations from the public service as a whole and not on separations from individual public sector agencies. By contrast, the CCC counts as a separation any permanent or contracted staff member leaving the agency, whether or not the person moves to another public sector agency.

The CCC’s long service rate is high, with 29.7 per cent of our permanent staff having 10 or more years’ service and a further 37 per cent of staff having five or more years’ service.

Early retirement, redundancy and retrenchment

During the period, one permanent employee received a redundancy package at a cost of \$141 337 (gross). No retirement packages were paid during this period.

Workforce management and planning

This year, with the introduction of the *Crime and Corruption Act 2001* from 1 July 2014, the CCC implemented a new organisational structure. The structure was reviewed after six months to ensure that we continued operating effectively under revised legislation and a new governance structure.

In 2014–15, as part of our workforce continuity program, the CCC continued to identify critical roles and suitable staff to act in those positions (when required). Currently, we have recruited for six of the identified critical roles.

To promote workplace productivity and a performance-based culture, the CCC maintains an Achievement and Capability Planning (ACP) framework. The ACP framework is specifically structured to align individual effort and development opportunities with corporate and business objectives, thereby contributing in a strategic and economical way to a highly skilled and flexible workforce. As part of the ACP process, staff behaviour is monitored and assessed against the requirements of the CCC’s Code of Conduct.

Attracting and developing our staff

The CCC offers employees unique professional and developmental experience. This year the CCC helped 29 staff to undertake tertiary study by granting study leave and providing financial assistance toward course fees. Courses being undertaken by our staff include Master of Investigations, Bachelor of Justice, Bachelor of Business, and certified practising accountant/chartered accountant programs.

To ensure that specialist staff maintain and enhance their skills, staff were given opportunities to attend a range of workshops, seminars and conferences. This year, training was provided for panel members on updated recruitment and selection processes. To assist staff with their ongoing professional development and engagement, we reimbursed 38 staff 50–100 per cent of their professional membership fees.

This year, organisation-wide training focused on developing a number of eLearning courses as part of the CCC's compulsory training program. Employees completed courses focused on information security awareness, work health and safety, procurement awareness and the CCC's Code of Conduct. In the next year, CCCLearning will be used in conjunction with instructor-led training to provide our officers with the skills and knowledge required to undertake their roles efficiently and effectively, and to meet legislative and compliance requirements.

New employees are also provided with a structured induction program upon commencement of employment at the CCC. To facilitate the efficient delivery and reporting of its induction program and other compliance-related training, the CCC introduced a new learning management system, CCCLearning. A suite of eLearning induction programs has been developed to facilitate the transition of new employees into the agency. New employees are able to access critical information essential for their first few weeks, on topics such as information security, health and safety, and workplace conduct.

Promoting staff wellness

The CCC supports flexible work practices that help staff balance their work and home lives. Our flexible working arrangements incorporate options such as part-time work, flexible start and finish times, access to accrued time off, compressed working arrangements and flexible leave options, including "purchasing" additional leave through salary averaging.

In the period, part-time work arrangements were in place for 13.7 per cent of our permanent, non-police staff. Of these staff, 50 per cent are at or below A05 (and equivalent), while 50 per cent are at or above A06 (and equivalent).

As part of the CCC Staff Wellness Program, 150 staff used the free corporate flu vaccination program.

The CCC maintains a comprehensive workplace health and safety (WHS) program consistent with the *Work Health and Safety Act 2011*. This year the CCC's WHS committee members undertook a workplace inspection, and the issues identified were addressed.

In 2014–15, the CCC had 18 reported workplace health and safety incidents and 10 WorkCover claims. The CCC also provided rehabilitation and return-to-work programs for staff where required.

Governance

Good corporate governance provides the framework for planning, evaluating and reporting the work that we do. It establishes procedures for making decisions, assessing risk and ensuring that our compliance obligations are met.

Strategic planning

Strategic planning is an ongoing organisational process that helps our Commission determine its key objectives. Each year, the Commission reviews the strategic plan to ensure that the agency remains responsive to emerging issues and challenges. From our strategic plan, we develop an annual operational plan that identifies the high-level, agency-wide activities to be undertaken in the coming year to help achieve our strategic objectives. The operational plan includes information about our service areas and service standards, and considers key risks.

Audit and risk management

Audit and Risk Management Committee

The Audit and Risk Management Committee assists the Commission to monitor and develop systems to improve accountability and strengthen risk management. The activities of the committee focus on areas such as:

- financial management and reporting
- risk monitoring and management
- fraud and corruption control
- external and internal audit functions
- internal controls over the agency's functions.

To ensure the committee's independence, its five-person membership includes a CCC Commissioner and two external members, one of whom is the Chair (see Table 5). Queensland Audit Office representatives and the CCC Internal Auditor have standing invitations to attend committee meetings. The committee operates within and observes the terms of its charter, and has due regard to the Queensland Treasury's *Audit Committee Guidelines*. It meets quarterly.

During the reporting period, the committee monitored the activities of the Internal and External Auditors, assessed the CCC's corporate risk register, and helped the agency to fulfil its governance and oversight responsibilities for financial reporting, as prescribed in the *Financial and Performance Management Standard 2009* and the *Financial Accountability Act 2009*. It also liaised effectively with the Queensland Audit Office (QAO) to ensure that all audit findings and recommendations made by the QAO were promptly followed up and implemented.

Risk management framework

The CCC recognises that, as an independent law enforcement and integrity agency, our activities attract inherently high risks. For example, our Act legislates special coercive powers, while our investigation and operative staff work in high-pressure environments, often in contact with offenders and criminal identities. Likewise, all of our staff deal with a wide range of confidential and sensitive documents. Our agency also manages the risks associated with the financial costs of our operations.

The CCC's risk management framework and associated training programs provide guidance to help all staff identify, evaluate and report these types of risks. The framework establishes a process for managing and treating risk across the agency.

Table 5. Membership of the Audit and Risk Management Committee

Name	Position	Meetings attended	Remuneration
Mr Peter Dowling AM	Chair (external)	4	\$8000
Mr Mike Meintjes	External member	4	\$5000
Ms Dianne McFarlane	Commissioner / A/CEO	4	-
Ms Angela Pyke	Director, Financial Investigations (Proceeds of Crime)	4	-
Mr Gary Adams	Manager, Corporate Governance	4	-
<i>Ex-officio members:</i>			
Dr Ken Levy RFD	Chairman (Acting)	0	-

1. The CCC Internal Auditor, Mr Brendan Clark, also attended three meetings.

Internal audit

The internal audit function operates independently of the activities it reviews, evaluating systems and processes to ensure the agency is operating efficiently, effectively and economically. All audits are risk-based, comprising financial compliance audits, performance audits and information technology computing audits, to ensure that areas of highest risk are addressed in Annual Internal Audit Plans.

The CCC's Internal Auditor retains an independent and direct reporting relationship to the CEO and the Audit and Risk Management Committee. The internal audit function operates under its own charter to ensure that our procedures, controls and practices are consistent with audit standards and the code of ethics prescribed by the Institute of Internal Auditors International Professional Practices Framework. The Internal Auditor also has due regard to Queensland Treasury's *Audit Committee Guidelines*.

A number of internal audits were completed this year, including audits of contracts and consultancies, forensic computing operations, warrants, biannual accounts payable and procurement, expenditure against OMCG initiatives, and budgets.

The Internal Auditor also prepared the Strategic and Annual Internal Audit Plans for 2015–20 and 2015–16 respectively. These plans were accepted by the Executive, endorsed by the Audit and Risk Management Committee and approved by the Commission.

External audit

The CCC's financial statements were audited by the Queensland Audit Office in accordance with the *Financial Accountability Act 2009* and other applicable statutes. In 2014–15 the CCC received an unqualified audit report.

Managing our records

Corporate records are valuable assets that document our decisions, the actions taken, and our communication with our stakeholders. The CCC remains committed to responsible lifecycle management of its information assets consistent with the requirements of the *Public Records Act 2002* and the State Government Information Standards (including IS40: Recordkeeping and IS31: Retention and Disposal of Public Records).

In 2014–15 the CCC delivered a new mandatory records management training package to staff, including an eLearning module for new staff. We also concluded a significant project to protect and preserve original Fitzgerald Inquiry documents held on CCC files. All relevant files and file-specific metadata were transferred to the Queensland State Archive, with restricted access periods applied.

This year we also initiated an internal review of our core retention and disposal schedule, while our general retention and disposal schedule was migrated to our electronic corporate recordkeeping system, TRIM. This involved mapping the schedule to our business classification scheme to allow for automatic sentencing of new files upon creation. The CCC continues to actively develop electronic recordkeeping practices, including electronic workflow and approval processes.

Both the Commonwealth Ombudsman and Queensland's Parliamentary Crime and Corruption Commissioner conduct audits of the CCC's warrants records. Feedback received from their offices in 2014–15 confirmed the CCC's compliance with recordkeeping requirements.

Promoting ethical conduct

The CCC's Code of Conduct provides guidance to staff on appropriate behaviour consistent with the principles outlined in the *Public Sector Ethics Act 1994*:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.

These principles underpin the values detailed in our strategic plan and are incorporated into individual performance agreements. In 2014–15 the CCC continued its review of the Code of Conduct to accommodate changes arising from the implementation of the Crime and Corruption Act from 1 July 2014.

This year, Code of Conduct refresher training was delivered via the Commission's new learning management system — CCCLearning. The online delivery of the Code of Conduct allows the Commission to better deliver its annual refresher training, as well as making it possible to provide accurate and timely completion data.

External scrutiny

Oversight by the Parliamentary Committee

The Parliamentary Crime and Corruption Committee (PCCC) monitors and reviews the performance of our functions. It also receives and deals with complaints about the conduct or activities of the CCC.

The PCCC is assisted in its oversight process by the Parliamentary Crime and Corruption Commissioner (the Parliamentary Commissioner), who investigates complaints against the CCC or its officers. The Parliamentary Commissioner may, independently, initiate investigation of a matter that involves, or may involve, the corrupt conduct of a CCC officer. The Parliamentary Commissioner also conducts audits of CCC records and files (see page 39).

In 2014–15, the Parliamentary Commissioner:

- audited the CCC's compliance with legislation governing covert instruments, including those required for surveillance, search and seizure activities
- audited records related to the use of assumed identities
- inspected selected registers that the CCC is required to maintain
- inspected the telecommunications interception records
- inspected the covert human intelligence sources register.

Where issues were raised by the audits and inspections, the CCC took appropriate action to address those issues. During the year, it was also agreed that compliance might be further improved by the Parliamentary Commissioner meeting with specific CCC staff to discuss key issues addressed during audits and inspections, and other common problems. This will occur in 2015–16.

The Crime and Corruption Act requires the PCCC to report by 30 June 2016 on any action that should be taken in relation to the CC Act or the functions, powers and operations of the CCC. The CCC is preparing a public submission to the PCCC which will include proposals to maximise the performance of the agency and its legislation. The closing date for public submissions is 27 July 2015.

Ministerial oversight

As required by the Crime and Corruption Act, the CCC provides six-monthly reports on the efficiency, effectiveness, economy and timeliness of its systems and processes to the Minister. The CCC also provides budgetary information to the Minister. In addition, the CCC's three-year research plan requires ministerial approval.

Controlled Operations Committee

The Controlled Operations Committee was established under the *Police Powers and Responsibilities Act 2000* to consider and make recommendations about applications for "controlled operations" to be undertaken by the QPS or the CCC. Controlled operations are investigations of serious indictable offences, misconduct or organised crime that may involve authorised police officers and others engaging in activities that may be unlawful — for example, buying illicit drugs.

The committee comprises the Commissioner of Police (or a nominee), the Chairman of the CCC and an independent member, presently a retired Court of Appeal judge, who is the Chair. In the case of any controlled operation by the CCC that involves investigating a police officer, the Chairman may approve the application without referring it to the committee, but must first contact the independent member and obtain their agreement.

Evidence Act 1977

Section 21KG(1) of the *Evidence Act 1977* also requires the CCC to include in its annual report information about witness identity protection certificates given by the Chairman of the CCC and the Commissioner of Police. One certificate was given by the Commissioner on the basis that he was satisfied that the disclosure of the operative's identity was likely to endanger the safety of the operative. No certificates were given by the CCC Chairman.

Police Service Reviews

Commissioners for Police Service Reviews (Review Commissioners) arbitrate, through a transparent and independent review process, any grievances that police officers may have about promotions, transfers or disciplinary action.

Review Commissioners are independent of the CCC and the QPS, and provide recommendations to the Commissioner of Police (the Commissioner). The Commissioner makes the final decisions. If a recommendation is not accepted, the Commissioner must provide reasons to the Review Commissioner. If the applicant in a matter is aggrieved by the decision of the Commissioner, they may apply to the Supreme Court for a judicial review of the decision.

As at 30 June 2015, the Review Commissioners were Ms Julie Cork, Dr David Gow and practising solicitor Mr Pat Mullins. Mrs Dina Browne AO concluded her appointment as a Review Commissioner in May 2015.

In 2014–15:

- 25 review applications were lodged
- 8 matters proceeded to hearing (refer to Table 6)
- 18 matters (received in 2014–15 or earlier) were withdrawn, lapsed or were out of jurisdiction.

As at 30 June 2015, 6 matters are ongoing. One matter is scheduled for a future hearing date and 5 matters are awaiting a Supreme Court decision regarding an administrative matter.

All recommendations (8 matters out of 8) made by the Review Commissioners in 2014–15 were accepted by the Commissioner. The outcomes of matters reviewed in 2014–15 are detailed in Table 6.

Table 6. Recommendations by Review Commissioners arising from matters heard, 2014–15

Type of application	Affirmed	Varied	Set aside	Total
Promotion	4	–	–	4 ¹
Transfer	1	–	–	1 ²
Lateral transfer/Unapplied transfer	1	–	–	1
Stand-down	–	–	–	–
Suspension	2	–	–	2
Total	8	–	–	8

1. Two promotional matters heard during this period were lodged in 2013–14.

2. An application to review this matter was lodged in 2013–14 but heard during the 2014–15 financial year.